

SECRET

Midcareer Executive Development Course (MEDC) No. 28

4 April - 14 May 1971

COURSE REPORT

I. General

The 28th Midcareer Course was conducted from 4 April through 14 May 1971. Except for a few minor adjustments the course followed the same general format as the previous one. (A major overhaul of the Clandestine Service input into Phase II of the course took place during MEDC No. 27.) A total of 35 students were enrolled in the class of whom three were female students. The four Directorates were represented in the class as follows: seven students from the Intelligence Directorate, four from the Science and Technology Directorate, 15 from the Clandestine Service and nine from the Support Directorate. There was no student from the Office of the Director.

All of the students (29) who submitted final course critiques made very positive comments about the value of the course, its content and administration. The majority of these comments were in highly enthusiastic and laudatory terms, both with respect to the course in its entirety as well as its individual phases. A comment which often recurred in the critiques was that this was the best training that the student had had in the Agency.

The class participated very actively in all phases of the course. A number of the guest speakers, both in Phase II and III, mentioned that this appeared to be an unusually spirited and committed group, an observation which is endorsed by the MEDC Staff.

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The 28th running of the Midcareer Course was highly successful from an administrative as well as a substantive standpoint. Except for one or two speaker cancellations and some engine trouble with the aircraft on the last leg of the Field Trip the course ran very smoothly indeed.

II. Opening and Closing of the Course

In the absence of General Cushman the Executive Director-Comptroller delivered the Welcoming Remarks to the class. Col. White congratulated the students on having been selected for the course and urged them to make the most of this rare opportunity to broaden their perspective.

General Cushman made the Closing Remarks in place of the Director, who was unable to attend. After some appropriate remarks and a brief question period General Cushman handed out the Course Certificates to the students.

III. Phase I (Managerial Grid)

Thirty of the students participated in the Managerial Grid. Almost all of them commented that the Grid week had been a valuable and worthwhile experience.

IV. Phase II (The Agency and the Intelligence Community)

Although they were no less complimentary about the other Phases many students felt that Phase II was the "guts" of the course. For the first time in the memory of the Midcareer Staff the students rated the program presented by the Clandestine Service in Phase II as the best effort presented by any of the four Directorates. This accolade was well deserved since the Clandestine Service had made considerable efforts to come up with a highly effective program. The Support Directorate rated next after the CS followed by the Intelligence Directorate and the Science and Technology Directorate.

Clandestine Service Coverage

The most important contribution to the success of the Clandestine Service effort in the course was unquestionably the outstanding performance of Mr. Karamessines himself. Mr. Karamessines led off the CS segment of Phase II with a two-hour

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At the other end of the spectrum garnering negative votes were Robert Chapman, [REDACTED] Edward Proctor, and [REDACTED]. The overall S&T Directorate effort for the second running in a row was well below their usual level of performance. An informal evening session was arranged at Headquarters in the Executive Dining Room with Carl Duckett, who came through with a highly effective talk and discussion period. The appropriate individuals in S&T are well aware of the decline in the quality of the "S&T Day" and efforts are apparently being made to improve the performance in the 29th Midcareer Course.

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Individual Presentations

As in previous Midcareer classes the students considered the individual student presentations one of the most valuable and interesting parts of the course. Several of the students suggested that we expand on this part of the course and not limit the students to their traditional half-hour in front of the class.

Special Events and Visits

25X1A

A combination reception and informal discussion period with the Executive Director-Comptroller was arranged at the Executive Dining Room at Headquarters since he was unable to come to [REDACTED]. The students were very appreciative of this opportunity to spend two hours in an informal session with Col. White, who responded with his usual candor and good humor.

25X1A

The class spent two half-days during the Headquarters Phase of the course visiting the National Photographic Interpretation Center [REDACTED] and the Technical Services Division

25X1A

[REDACTED] Both of these visits, which have become regular features in the course, were highly successful and much appreciated by the students.

V. Phase III (The U.S. Government and World Affairs)

25X9

The varied program presented in Phase III of the course received the hearty endorsement of the great majority of the students. The students rated the following speakers, in order, as the best in Phase III: Assistant Secretary of State Marshall Green, who spoke on "Developments and Problems Facing the U.S. in East Asia", [REDACTED]

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on "Communist China and [REDACTED] Brigadier General Alexander Haig on "The President's Use of the National Security Council," Hyman Bookbinder on "The Urban Crises in the U.S.", Richard Scammon on "American Politics in the 1970's" and Charles Bartlett on "Problems of the U.S. Press." There were also some disappointments in Phase III: the last minute cancellations of Assistant Secretary of State Charles Meyer and former Ambassador John Badeau and the below par presentations of Ernest Lefever, the opening speaker, David Mark, Department of State, and Vernon Dwyer on "The Military Industrial Complex."

25X6

The Field Trip took the class to SAC Headquarters at Offutt Air Force Base, Nebraska, the SAC Base at Warren Air Force Base in Cheyenne, Wyoming, and to the NASA facilities at Cape Kennedy, Florida. The visits and tours at the three installations were very well organized and of the usual high quality. The class was highly enthusiastic about the Field Trip as a whole and felt that it was a fitting climax to the course.

As the final speaker in the course the class was privileged to hear Mr. Robert Froehlke, then Assistant Secretary of Defense and now the Secretary of the Army. Mr. Froehlke spoke for about 40 minutes on his predictions of things to come in the Intelligence Community - organizationally and otherwise, and spent about an equal amount of time in a lively question-and-answer period with the class.

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S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 28
(OTR #4 - 71)

4 - 9 April 1971

S E C R E T

S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE
NO. 28

CHIEF

:

ASSOCIATE

:

TRAINING ASSISTANT:

25X1A

S E C R E T

S E C R E T

FOREWORD

The Midcareer Executive Development Course (MEDC), a part of the Midcareer Training Program, is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of Management Practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components, and, to a lesser extent, with the activities of certain other organizations in the Intelligence Community.

During the final portion of the Course, Phase III, attention is focused primarily upon major developments and trends in World Affairs and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

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S E C R E T

WEDNESDAY, 31 March 1971
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	Introduction to the Course		25X1A
		Chief, Midcareer Executive Development Course, SUS/OTR	
			25X1A
		Midcareer Executive Development Course, SUS/OTR	
1430	Welcoming Address		
		<u>Col. L. K. White</u> Executive Director-Comptroller	
			25X1A
1500	Special Clearance Briefings		
		Security Officer, OTR	

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 28

THE MANAGERIAL GRID

Sunday, 4 April 1971

through

Friday, 9 April 1971

at the

[REDACTED]

25X1A

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S E C R E T

SUNDAY, 4 April 1971

1530

[REDACTED]

25X1A

1615

Convene in Conference Room (CR-11)

25X1A

Welcoming Remarks

Security Briefing

[REDACTED]

25X1A

1700

Reception [REDACTED]

1800

Dinner

1900-1930

General Session: Introduction to
Seminar, Introduction to Grid
Concepts Activity (CR-11)

1930-2130

Team Activity: Grid Concepts Activity

2130-2200

General Session: Scoring

S E C R E T

MONDAY, 5 April 1971

0800-0815	General Session: Lecture, "Start-Pathway-Goal" Introduction to Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	General Session: Film and Lecture: "The Managerial Grid"	
1200	Lunch	
1300-1315	General Session: Introduction to [REDACTED] Activity	25X1A
1315-1630	Team Activity: [REDACTED]	25X1A
1630-1700	General Session: Scoring	
1700	Dinner	25X1A
1900-1915	General Session: Introduction to [REDACTED] [REDACTED] Critique	25X1A
1915	Team Activity: Critique	

TUESDAY, 6 April 1971

25X1A

0800-0830	General Session: Newsprint exchange on [REDACTED] Critique
0830-0845	General Session: Introduction to Team/ Committee Action Activity
0845-1200	Team Activity: Step 1: Developing team solution for Team/Committee Action
1200	Lunch
1300-1400	Team Activity: Step 2: Critique Complete wall charts
1400-1415	General Session: Introduction to Pair Discussions
1415-1515	Step 3: Pair Discussions
1515-1615	General Session: Step 4: Summarize point allocations Lecture: "Managing Intergroup Conflict" Introduction to Steps 5 & 6
1615-1700	Step 5: Pair Discussions: Critique of pair member's Grid Styles
1700	Dinner
1900	Team Activity: Step 6: Critique

WEDNESDAY, 7 April 1971

0800-0830	General Session: Newsprint exchange on Team/Committee Critique
0830-0845	General Session: Introduction to <u>12 Angry Men</u> Activity
0845-1030	Film: <u>12 Angry Men</u>
1030-1115	Step 1: Individual Work: Judgments of Managerial Styles of <u>12 Angry Men</u> Characters
1115-1200	Step 2: Team Activity: Judging Managerial Styles of <u>12 Angry Men</u> Characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and Team Scoring of <u>12 Angry Men</u> Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecture: Organization Culture Concepts Introduction to Ideal Organization Culture Activity
1915	Team Activity: Ideal Organization Culture

THURSDAY, 8 April 1971

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1945	General Session: Individual Completion of Managerial Values
1945-2000	General Session: Introduction to Analyzing Organization Culture
2000	Team Activity: Analyzing Organization Culture

FRIDAY, 9 April 1971

0800-0930	Team Activity (Cont.): Analyzing Organization Culture (Prepare Newsprint on 7 Barriers)
0930-1100	General Session: Newsprint Exchange
1100-1120	General Session: Feedback on Ideal/Actual Organization Culture, Managerial Values, Personal Grid Styles
1120-1200	General Session: Lecture, "Organization Development"
1200-1215	General Session: Summation of Seminar
1215	Lunch
1300	Briefing for Phase II
1430	ETD for Drivers and Passengers

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MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

NO. 28

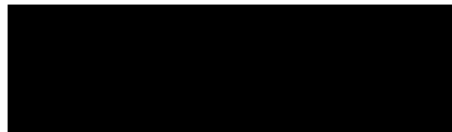
PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 12 April through Friday, 23 April 1971



25X1A

Monday, 26 April through Wednesday, 28 April 1971

at Headquarters Building

Room 1A-07

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MIDCAREER
EXECUTIVE DEVELOPMENT COURSE
NO. 28

CHIEF

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ASSOCIATE

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TRAINING ASSISTANT:

25X1A

S E C R E T

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S E C R E T

MONDAY, 12 April 1971
[REDACTED]

25X1A




0900	Convene in Classroom (CR-11)	
0915-0945	Administrative Time and Reading Period	
0945-1045	"The Agency and the Intelligence Community--Developments and Problems"	<u>Hugh Cunningham</u> Director of Training
1100-1200	Question Period	
1215	Lunch	
1315-1415	Group Introductions	
1430-1515	"CIA's Legal Activities"	<u>Lawrence Houston</u> General Counsel
1515-1530	Question Period	
1545-1630	"The Agency's Relationship to the Congress"	<u>John Maury</u> Legislative Counsel
1630-1645	Question Period	
1830	Dinner	
25X1A 1930-2130	Informal Discussion [REDACTED]	<u>Hugh Cunningham</u> <u>Lawrence Houston</u> <u>John Maury</u>

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TUESDAY, 13 April 1971

25X1A

0800-0900	Reading Period		
0900-0940	Film: "National Intelligence Estimates" (Theater)		
0945-1045	<u>First Seminar Period:</u>		25X1A
	Group I - "National Intelligence Estimates (CR-14A)"		Chief, Estimates Staff, Office of National Estimates
	Group II - "Economic Intelligence" (CR-14B)	<u>Edward Allen</u>	Director, Office of Economic Research
1055-1155	<u>Second Seminar Period:</u>		
	Group I - "Economic Intelligence" (CR-14B)	<u>Edward Allen</u>	
	Group II - "National Intelligence Estimates" (CR-14A)		25X1A
1200	Bus to Base Club		
1215	Buffet Lunch at Base Club		25X1A
1300-1430	Informal Discussion with the Assistant Deputy Director for Intelligence		
1435	Bus Returns to Admin Building		
1445-1530	"CIA's Current Intelligence Role"	<u>Richard Lehman</u>	Director of Current Intelligence
1530-1545	Question Period		

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TUESDAY, 13 April 1971
(Cont.)

1600-1645	"The Agency's Responsibility in Strategic Research"	<u>Bruce Clarke</u> Director of Strategic Research
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1645-1700	Question Period
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1830	Dinner
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25X1A

1930-2130	Informal Discussion
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<u>Edward Allen</u> <u>Richard Lehman</u> <u>Bruce Clarke</u>

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TUESDAY, 20 April 1971
[REDACTED])

25X1A

0800-0930 Individual Presentations

0945-1030 "The Support Services"

Robert Wattles
Assistant Deputy
Director for Support

1030-1045 Question Period

1100-1145 "Security Considerations in
Accomplishing the Agency's
Mission"

[REDACTED]
Deputy Director
of Security

25X1A

1145-1200 Question Period

1215 Lunch

1315-1415 Individual Presentations

1430-1515 "The Nature and Scope of
Training Support"

[REDACTED]
Deputy Director
of Training

25X1A

1515-1530 Question Period

1545-1630 "Personnel Problems"

Harry Fisher
Director of Personnel

1630-1645 Question Period

1830 Dinner

25X1A

1930-2130 Informal Discussion
[REDACTED]

Robert Wattles
[REDACTED]
Harry Fisher

25X1A

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WEDNESDAY, 21 April 1971

25X1A

0800-0930 Individual Presentations

0945-1030 "Financial Management"

25X1A

[REDACTED]
Deputy Director of
Finance

1030-1045 Question Period

1100-1145 Panel: "The Agency's
Medical Services"

John Tietjen
Director of Medical
Services

25X1A

[REDACTED]
Chief, Field Support Staff,
OMS

[REDACTED]
Psychological Services
Staff, OMS

25X1A

[REDACTED]
Deputy Chief,
Operations Division, OMS

25X1A

[REDACTED]
Psychiatric Staff, OMS

25X1A

25X6

1150

1210

1250-1345 Informal Discussion with Medical
Services Panel

1350 Bus to Admin Building

25X1A

1400-1445 "Logistical Support of the
Agency's Activities"

[REDACTED]
Executive Officer, OL


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WEDNESDAY, 21 April 1971
(Cont.)

1445-1500 Question Period


1515-1610 "Developments in Technical
Communications"

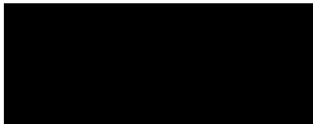

Chief, Staff
Communications
Division, Office of
Communications

25X1A

1615-1715 Demonstration of Equipment
and Question Period

1830 Dinner

1930-2130 Informal Discussion




25X1A

25X1A

S E C R E T

THURSDAY, 22 April 1971

25X1A

0800-0930 Individual Presentations

0940 Assemble in Arena "B"

25X1A

0945-1045 "The Role of Science and
Technology in CIA"

[REDACTED]
Executive Officer/
Directorate of Science
and Technology

1045-1100 Question Period

1115-1145 "The Agency's Research and
Development Program"

Robert Chapman
Director of Research
and Development

1145-1200 Question Period

1215 Lunch

1315-1345 Individual Presentation

1400-1430 "ELINT Activities"

George Miller
Director of ELINT

1430-1445 Question Period

1500-1530 "Scientific Intelligence"

Donald Chamberlain
Director of Scientific
Intelligence

1530-1545 Question Period

25X1A

1600-1630 "Foreign Missile and Space
Analysis"

[REDACTED]
Deputy Director of
Foreign Missile and
Space Analysis (FMSAC)

1630-1645 Question Period

25X1A

1645-1700 Closing Remarks

1830 Dinner

25X1A

1930-2130 Informal Discussion


[REDACTED]
Robert Chapman
George Miller
Donald Chamberlain

25X1A

[REDACTED]
John Iams

S E C R E T

FRIDAY, 23 April 1971



25X1A

0800-0930 Individual Presentations

0945-1030 "The Agency's Computer
Services"

John Iams

Director of Computer
Services

1030-1045 Question Period

1100-1200 Individual Presentations

1215 Lunch

1300-1330 Administrative Time

1330 ETD for Drivers and Passengers

S E C R E T

MONDAY, 26 April 1971
(At Headquarters)

0730 Convene at Headquarters: Front of Auditorium

0740 Depart by Bus for [REDACTED]

0815 Arrive at [REDACTED]

0830-1030 "Developments in Photographic
Intelligence"

Arthur Lundahl
Director, National
Photographic
Interpretation Center

1040-1130 Tour of Imagery
Exploitation Group

1130-1215 Lunch at [REDACTED]

1215-1345 "The Imagery Analysis
Service"
Briefing and Tour

Howard Stoertz
Director, Imagery
Analysis Service

1355 Depart by Bus for Headquarters

1420 Arrive at Headquarters

1425 Convene in Room 1A-07

1425-1445 Administrative Time:
Accounting

1445-1545 CIA Operations Center -
Briefing and Tour (Group A)
(Room 7F-33)

Marriner Bertholf
Chief, CIA Operations
Center

Critique Period (Group B) (Room 1A-07)

1600-1700 CIA Operations Center -
Briefing and Tour (Group B)
(Room 7F-33)

Marriner Bertholf

Critique Period (Group A) (Room 1A-07)

S E C R E T

TUESDAY, 27 April 1971
(At Headquarters)

0730	Convene at Headquarters: Front of Auditorium		
			25X1A
0740	Bus Departs [REDACTED]		
0820	Bus Arrives [REDACTED]		
0830-1345	"Technical Services in the Support of Operations"	[REDACTED]	25X1A
		Deputy Chief, Technical Services Division	
		[REDACTED]	25X1A
	Presentations--Tours	Chief of Operations, TSD	
	and		
	Working Luncheon		
1350	Bus Departs from [REDACTED] for Headquarters		25X1A
1425	Bus Arrives at Headquarters		
1430	Convene in USIB Conference Room, 7E-26		
1430-1500	Administrative Time: Distribution of Phase III Schedules		
1500-1615	"Planning and Programming in CIA"	<u>John Clarke</u> Director of Planning, Programming and Budgeting	
1620-1650	Visit to the O/PPB Situation Room		
1730-1930	Reception in Executive Dining Room for Executive Director-Comptroller: Informal Discussion	<u>Col. L. K. White</u>	

S E C R E T

WEDNESDAY, 28 April 1971, is included in Phase III

S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE (MEDC)
NO. 28

PHASE III
THE UNITED STATES GOVERNMENT
AND
WORLD AFFAIRS

Wednesday, 28 April 1971 - Friday, 7 May 1971
Room 1A-07 Headquarters

Sunday, 9 May - Thursday, 13 May 1971 - FIELD TRIP

Friday, 14 May 1971 - USIB Conference Room (7E-26)

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 28

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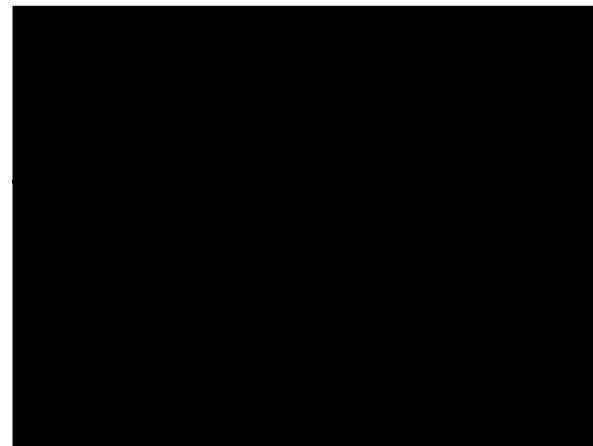
CHIEF

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WEDNESDAY, 28 April 1971
(Room 1A-07, Headquarters)

0845-0915 Individual Presentation

0930-1100 "Soviet Foreign Policy"

Herbert Dinerstein
Professor of Soviet
Studies, School of
Advanced International
Studies, Johns Hopkins
University,
Washington, D. C.

1100-1200 Question Period

1215 Lunch

1330-1445 "The United States and World
 Affairs"

Ernest Lefever
Senior Fellow,
Brookings Institute,
Washington, D. C.

1445-1600 Question Period

1600-1645 Critique Period (Phase II)

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THURSDAY, 29 April 1971
(Room 1A-07, Headquarters)

0830-0900 Individual Presentation


0915-1030 "The Urban Crisis in the United States" Hyman Bookbinder
Director, Washington
Office, American
Jewish Committee,
Former Assistant
Director to the Anti-
Poverty Program

1030-1145 Question Period

1200 Lunch

1300-1330 Critique Period (Phase II)

1330-1415 "The Defense Intelligence Agency"

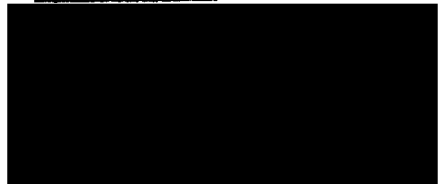

Deputy Director for
Estimates, Defense
Intelligence Agency

25X1A

1415-1500 Question Period

1515-1645 Management Advisory Group
(MAG) Panel

Panel Members to be
Announced

25X1A


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FRIDAY, 30 April 1971
(Room 1A-07, Headquarters)

0845-0915 Individual Presentation

0930-1045 "Black Problems"

Samuel Proctor
Professor of
Education, Rutgers
University, New
Brunswick, N. J.

1045-1200 Question Period

1215 Lunch

1330-1600

Vernon Dwyer
Department of Defense

1615-1645 Individual Presentation

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MONDAY, 3 May 1971
(Room 1A-07, Headquarters)

0845-0915 Individual Presentation

0930-1030 "The National Security Agency"

25X1A

Assistant Director for
Production, National
Security Agency

1030-1130 Question Period

1145 Lunch

1300-1400 "Problems of the U.S. Press"

Charles Bartlett
Washington Corres-
pondent for the
Chicago-Sun Times
and Columnist for
Publishers Hall
Syndicate

1400-1445 Question Period

~~1500-1600 "Current Developments and
Problems Facing the United
States Government in Latin
America"~~

~~The Honorable
Charles Meyer
Assistant Secretary of
State for Inter-American
Affairs, Department of
State~~

~~1600-1630 Question Period~~

1730-1930 Cocktail Party and Reception for
Carl Duckett, Deputy
Director, DDS&T, in
Executive Dining Room

S E C R E T

S E C R E T

TUESDAY, 4 May 1971
(Room 1A-07, Headquarters)

0845-0915 Individual Presentation

~~0930-1015 "The Department of State -
Its Responsibilities in the
Intelligence Field"~~

~~David Mark
Deputy Director,
Bureau of Intelligence
and Research, Depart-
ment of State~~

~~1015-1030 Question Period~~

1045-1130 "The Director's Coordination Role
and the Agency's Relationship
to the PFIAB"

25X1A
[REDACTED]
Assistant Deputy to the
Director for National
Intelligence Programs

1130-1145 Question Period

1200 Lunch

(In the USIB Conference Room - 7E-26)

1300-1345 "Arms Control"

25X1A
[REDACTED]
Former Deputy Director
for Research, CIA, and
Former Assistant
Director for Science and
Technology, ACDA

1345-1415 Question Period

1430-1530 "Current Developments and
Problems Facing the United
States Government in East Asia"


The Honorable
Marshall Green
Assistant Secretary of
State for East Asian
Affairs, Department
of State

1530-1615 Question Period

S E C R E T

S E C R E T


WEDNESDAY, 5 May 1971
(Room 1A-07, Headquarters)

0815-0845	Individual Presentation		
0900-1000	"The President's Use of the National Security Council"	<u>Brigadier General Alexander Haig</u> Deputy Assistant to the President for National Security Affairs	
1000-1030	Question Period		
1045-1200			25X1A
1215	Lunch		
1330-1530	"Communist China and Japan"	<u>Richard Walker</u> Director, Institute for International Studies, University of South Carolina	
1530-1630	Question Period		

S E C R E T

S E C R E T

THURSDAY, 6 May 1971
(Room 1A-07, Headquarters)

0830-0900	Critique Period	
0900-1000	"American Politics in the 1970's"	<u>Richard Scammon</u> Director, Elections Research Center, Washington, D. C.
1000-1100	Question Period	
1115-1145	Individual Presentation	
1200	Lunch	
1315-1445	"Soviet Strategic Capabilities"	<u>Bruce Clarke</u> Director of Strategic Research
1445-1545	Question Period	
1600-1645	Field Trip Briefing	

25X1A

S E C R E T

S E C R E T

FRIDAY, 7 May 1971
(Room 1A-07, Headquarters)

0845-0915 Individual Presentation

0930-1100 "Congressional Dynamics"

Charles Clapp
Executive Office of the
President, Special
Assistant to the
President

1100-1200 Question Period

1215 Lunch

1300-1430 "The Middle East"

The Honorable
Ambassador John Badeau
Director, Middle East
Institute (Former U.S.
Ambassador to the
United Arab Republic)

1430-1600 Question Period

1600-1645 Critique Period

S E C R E T

S E C R E T

FIELD TRIP SCHEDULE FCR MEDC NO. 28 *SUNDAY, 9 May 1971

1230	EST	Convene at Headquarters (SW Entrance)
1245	EST	Special Bus Leaves Headquarters for Andrews AFB
1400	EST	Leave Andrews AFB for Offutt AFB, Nebraska
1715	CST	Arrive Offutt AFB

MONDAY, 10 May 1971

0800-1600	CST	Briefings and Tours at Strategic Air Command Headquarters
1630	CST	Leave Offutt AFB for Warren AFB, Cheyenne, Wyoming
1700	MST	Arrive Warren AFB

TUESDAY, 11 May 1971

0800-1630	MST	Briefings and Tours at 90th Strategic Missile Wing, Warren AFB
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WEDNESDAY, 12 May 1971

0830	MST	Leave Warren AFB for Patrick AFB, Florida
1630	EST	Arrive Patrick AFB

THURSDAY, 13 May 1971

0800-1600	EST	Briefings and Tours at NASA, Cape Kennedy
1645	EST	Leave Patrick AFB for Andrews AFB
1930	EST	Arrive Andrews AFB
1945	EST	Special Bus Leaves Andrews AFB for Headquarters

*The above FIELD TRIP SCHEDULE is subject to confirmation during the week prior to the Field Trip flight.

S E C R E T

S E C R E T

FRIDAY, 14 May 1971
(At Headquarters)

0900-1000	Convene in USIB Conference Room 7E-26: Administrative Time Course Critiques	
1000-1200	"Language and Communication"	<u>James Bostain</u> Scientific Linguist, Foreign Service Institute, Department of State
1215	Lunch	
1315-1400	Critique Period	(Phase III and Overall Course Critiques)
1500-1615	Final Speaker -	<u>Robert Froehlke</u> Asst. Secretary of Defense for Administration
1630-1715	<u>Closing Remarks:</u>	

Lt. Gen. R. E. Cushman, Jr.
Deputy Director of Central Intelligence

S E C R E T